



**USPS HEADQUARTERS**  
**IT Organization**

**Contract Investment Review**  
**(Telecom)**

**12/10/2009**

**STATEMENT OF WORK**

## TABLE OF CONTENTS

<b>SECTION 1 - INTRODUCTION .....</b>	<b>3</b>
1.1 BACKGROUND .....	3
1.2 SCOPE .....	3
1.4 PERIOD OF PERFORMANCE .....	4
1.5 PLACE OF PERFORMANCE .....	4
1.6 SECURITY CLEARANCE .....	4
<b>SECTION 2 - WORK TO BE PERFORMED .....</b>	<b>5</b>
2.1 TASKS .....	5
2.2.1 Task #1: <i>Contract Investment Opportunities and Price Optimization ( CIOPO )</i> .....	5
<b>SECTION 3 STAFFING AND RESPONSIBILITIES.....</b>	<b>6</b>
3.1 US POSTAL SERVICE .....	6
3.1.1 Staffing.....	6
3.1.2 Responsibilities.....	6
3.1.3 Time and Deliverable Tracking.....	6
3.1.4 Postal-furnished Equipment .....	6
3.2 CONTRACTOR .....	6
3.2.1 Staffing.....	6
3.2.2 Responsibilities.....	6
3.2.3 Status Reports.....	7
3.2.4 Program Cost Tracking System (PCTS) – Time and Deliverable Tracking .....	7
<b>3.2.5 POLICIES, PROCESSES, AND STANDARDS .....</b>	<b>7</b>
<b>SECTION 4: INSTRUCTION TO RESPONDENTS .....</b>	<b>10</b>
4.1 INSTRUCTION FOR THE PREPARATION OF PROPOSALS .....	10
<b>SECTION 5: US POSTAL SERVICE CONTACTS .....</b>	<b>10</b>

## SECTION 1 - INTRODUCTION

### 1.1 Background

The USPS Information Technology Support organization leverages its unique skills to benefit the IT organization with strategic acquisitions of hardware, software, telecom, and services so IT grows in step with demand to align IT actions with business strategies. This department manages strategic IT contracts across the country keeping abreast of emerging and existing technologies across the IT marketplace.

Additionally, the Technology Support organization works closely with our partners in Supply Chain Management to build corporate acquisition strategies through centralized requirements gathering, and insuring contract compliance with rules and regulations.

The Technology Support organization creates multi-year IT acquisition strategies aligning IT contracts with USPS strategic business lines, taking advantage of reduced costs through consolidation and standardization.

Information Technology Support organization has the need for a supplier, who will provide specialized resources to review IT contracts, identify contracts cost drivers, identify the greatest and immediate opportunities for cost reductions, and provide cost savings strategies for IT contracts related to Telecom.

### 1.2 Scope

The USPS is seeking a supplier that can assist the USPS Information Technology organization in assessing contracts in the area of telecommunications.

The supplier will need to have extensive experience in evaluating contract terms, conditions and pricing methodologies to determine the IT organization's strengths and weaknesses as compared to industry standard best practices. This would include identifying cost savings opportunities and areas of potential cost reductions.

The scope of activities covered in this RFI at a minimum consists of the following activities:

- 1- Review, gather and analyze information from IT telecommunication contracts identifying cost elements that could be driving overall telecommunication costs.
- 2- Identify the greatest opportunities for immediate and tangible cost reductions by comparing the results to competitive benchmarks in comparable entities, and identifying areas for future improvements for price, terms, and conditions.
- 3- Provide specific recommendations for USPS regarding process improvement, including estimates of benefits and implementation costs.
- 4- Create a multi-year acquisition strategy roadmap, by understanding current and future vision for USPS Information Technology telecommunication environment. This would include aligning telecommunication contracts with USPS strategic business lines and shall take advantage of reduced costs through consolidation.

### **1.3 Contract Type (Firm-Fixed Price (FFP) or; Time and Materials (T&M)**

The contract type will be awarded based on a Firm-Fixed Price basis.

### **1.4 Period of Performance**

The period of performance shall begin immediately upon contract execution and remain in effect for 90 calendar days thereafter. However, offeror is advised that there may be additional work needed in the future. Please provide Hourly Labor Rates for the personnel to be provided under your proposal for a period of performance from date of award through 9/30/2011

### **1.5 Place of Performance**

The work associated with the subsequent award will take place at the following primary locations:

Greensboro, NC.

### **1.6 Security Clearance**

To gain access to the USPS computer environment, contractors are required to obtain a USPS security clearance. The requirements and procedure are outlined in the ASM-10, Administrative Support Manual: <http://blue.usps.gov/cpim/ftp/hand/asm/asmtc.pdf> Among other requirements, USPS contractors must be United States citizens or must have lived in the United States for at least 5 years so that US Inspection Service can conduct a background search.

## SECTION 2 - WORK TO BE PERFORMED

### 2.1 Tasks

#### 2.2.1 Task #1: Contract Investment Opportunities and Price Optimization ( CIOPO )

<b>Description</b>	<p>USPS requires the contractor to</p> <p>Review USPS current IT contracts for telecommunication as follows:</p> <p><b>Telecom: Fours Major Contracts, which an estimated total of \$ [REDACTED] per year.</b></p> <ul style="list-style-type: none"> <li>o Gather critical data, organize and analyze contract information to capture possible profitable opportunities.</li> <li>o Identify and analyze unnecessary Cost Drivers, providing solutions for reducing and or eliminating said drivers.</li> <li>o Identify range of savings potentially available and compare data against industry best practices and benchmarks.</li> <li>o Compare USPS IT costs to the industry benchmarks, and provide solution on how this could be addressed.</li> <li>o Determine a set of metrics to include but not limited to: <ul style="list-style-type: none"> <li>1) Return on Investment for implementing CIOPO.</li> <li>2) Timeline to achieve CIOPO within current contract commitment environment</li> </ul> </li> <li>o Create a low cost IT contract model.</li> <li>o Audit actual vs. expected benefits achieved and costs incurred.</li> <li>o Create a multi-year cost reduction roadmap</li> <li>o Identity, define, track, and report cost reduction process, benefits and results.</li> </ul>
<b>Time Frame</b>	<b>90 calendar days after the date of the award.</b>
<b>Deliverables</b>	<b>#1 Contract Investment Opportunity</b> <b>#2 Price Optimization (CIOPO) Report</b>
<b>Acceptance Criteria:</b>	Upon receipt, USPS Program Manager or his/her designee will review and submit approval/rejection in writing within ten (10) business days.

**Approach:** (supplier response inserted here)

[EX 3  
39 USC 410(c)(2)]

## **SECTION 3 STAFFING AND RESPONSIBILITIES**

### **3.1 US Postal Service**

#### **3.1.1 Staffing**

USPS shall provide a Program Manager who will serve as the primary point of contact.

#### **3.1.2 Responsibilities**

USPS will perform the following activities:

- Define, monitor, and assess Contractor activities and deliverables
- Review and formally approve Contractor deliverables
- Provide clarification on business requirements and technical design issues
- Review and approve the Contractor's project plans and proposed technical solutions
- Provide the technical resources necessary to install application software
- Provide test data from existing legacy system test databases to test system interfaces
- Provide an acceptance/rejection notice for deliverables to the Contractor
- Determine when and where meetings will be held. For meetings at USPS facilities, the USPS will provide facilities (including meeting rooms), equipment, property, and materials necessary to conduct

#### **3.1.3 Time and Deliverable Tracking**

USPS shall provide Contractor's personnel access to the Program Cost Tracking System (PCTS) in order to record their work hours and/or process their deliverable submissions in compliance with this USPS award.

#### **3.1.4 Postal-furnished Equipment**

USPS shall provide Contractor's personnel access to applicable systems, facilities, and database information needed in performance of this task order, if said personnel obtain the requisite security clearance stated in Section 1.6.

### **3.2 Contractor**

#### **3.2.1 Staffing**

The Contractor shall provide key personnel who are committed to this project and available as needed. Key personnel are defined as personnel assigned to the labor categories that the USPS has designated as essential to the work to be performed.

The key persons identified in the Contractor's proposal must perform the work defined unless substitutes have been approved in writing by the USPS Program Manager. Any proposed substitutions shall possess qualifications equal or superior to those of the key person being replaced. Before removing, replacing, or diverting, any of the proposed key personnel, the Contractor shall:

- notify the USPS Program Manager a minimum of 30 calendar days in advance,
- submit justification in sufficient detail to permit evaluation of the impact on this task,
- provide a resume and qualification's statement for the proposed substitute,
- ensure that the replacement is fully aware of the status of work in progress and is briefed on key design decisions and the justification for those decisions, and
- demonstrate that the replacement has been sufficiently prepared so that work may continue without interruption or delay.

#### **3.2.2 Responsibilities**

The contractor shall furnish all necessary resources and materials required to meet the requirements defined in this SOW. Delivery is complete when received in both hard and soft copy form by the USPS

Program Manager. Deliverables are accepted when the USPS Program Manager or his designee approves them.

### **3.2.3 Status Reports**

The Contractor shall produce and deliver weekly status reports to inform the USPS of its progress and to identify any anticipated problems. The progress reports shall include:

- Work progress
- Identified risks and technical issues with associated recommendations or proposed contingency
- Schedule deviations and plan to recover

The Contractor Project Manager shall hold and present scheduled progress reviews with the USPS Program Manager. The Contractor shall deliver the progress reviews orally with paper copies and electronic copies of handouts. The purpose of the progress reviews is to inform the USPS of the Contractor's progress on all tasks and to identify anticipated problems.

### **3.2.4 Program Cost Tracking System (PCTS) – Time and Deliverable Tracking**

#### **Firm Fixed Price Award**

Contractors will submit deliverables to USPS and acknowledge same by using the Program Cost Tracking System (PCTS). The Contractor will use "Submit Deliverables" function" of the tool each time a deliverable is required to be received by USPS. Upon the IT Program Managers approval, an email will be received by the Contractor and COR of this approval. The contractor will then use PCTS to invoice through "Vendor Invoice Generation" Or follow the below Invoice instructions:

#### **Invoice Process**

The below action will facilitate prompt payment. Vendors are also encouraged to sign up for Direct invoicing, as it puts them into direct control of when they will receive payment.

- 1) All invoices that are processed manually shall be e-mailed or mailed to IT Value.
- 2) All invoices must/should at a minimum contain:
  - Contract Number, DO or PO number, and MOD number
  - Charge Back Finance number
  - Contract Line and sequence number
  - e-buy requisition number (available by contacting the IT-PM)
- 3) The e-mail Box for IT Invoices is: [ITValueInvoiceTeam@USPS.Gov](mailto:ITValueInvoiceTeam@USPS.Gov)
- 4) Manual invoices sent by Mail, shall be mailed to a "Physical Mail Box" with the following address:  
IT Value Invoice Team  
Suite 2140  
475 L'Enfant Plaza SW  
Washington DC 20260-1530

### **3.2.5 Policies, Processes, and Standards**

The Contractor shall comply with all USPS – Corporate Information Security Office and Corporate Technology policies, processes, standards, and applicable federal regulations. The USPS IT Program Manager responsible for initiative is to be contacted in writing when clarification or interpretation of content is required.

The Corporate Information Security and Corporate Technology policies, processes, and standards may be accessed as follows:

External Access: <http://www.usps.com/it/welcome.htm>

Postal Intranet Access: <http://itwebshare.usps.gov/sites/itweb/Policy.aspx>

### **Policies**

- USPS Section 508 Policy
- Information Technology Compliance Policy
- IT Administration
- IT Acquisition Policy
- Telephone Management Policy
- Wireless Management Policy
- Cellular Management Policy
- Enterprise Architecture Policy
- Technology Solution Life Cycle (TSLC) Policy
- Change Management Policy
- Problem Management
- Database Management
- Network Management Policy
- Trial and Evaluation of Information Technology Hardware and Software Products Policy
- Advanced Computing Environment Policy
- Corporate Information Security Policies (AS -805)
  - Information Designation and Control Policy
  - Security Risk Management Policy
  - Acceptable Use Policy
  - Personnel Security Policy
  - Physical and Environmental Security Policy
  - Development and Operations Policy
  - Information Security Services Policy
  - Hardware and Software Policy
  - Network Security Policy
  - Business Continuity Management Policy
  - Security Incident Management Policy
  - Security Monitoring Policy

USPS Handbook AS-353; Guide to Privacy and Freedom of Information Act  
(this document may be accessed at <http://blue.usps.gov/cpim/hbkid.htm>)

### **Processes**

- Change Management Process
- Change Management Escalated Approval Process
- Problem Management Process
- IT Communications
- Request Non-Standard Wireless Solutions
- Information Security Certification and Accreditation (C&A) Process
- C & A Recertification
- Enterprise Architecture Review Process
- Obtain Hardware and Software for a Trial Period Process
- System Retirement Process
- Technology Solution Life Cycle (TSLC)



1. Initiate and Plan Phase
2. Requirements Phase
3. Analysis and Design Phase
4. Build Phase
5. System Integration Test Phase
6. Customer Acceptance Test Phase
7. Release Management Phase

## **Standards**

ITK Approved Software  
Application Performance Standards  
Section 508 Technical Standards  
Job Control Language Standards  
Postal Service IT Graphic Standards  
Web-Based Application Development Standards  
Database Management Standards  
OSS Oracle Standards  
Firewall Port Access Standards  
Coding Secure Software Standards  
Secure Code Review Standards  
Security Controls Requirements Standards  
Storage Naming Standards  
Telephone Management Standards  
Cellular Management Standards  
Cisco Router Hardening Standards  
Cisco Switches Hardening Standards  
Storage Naming Standards  
Network Management Standards  
E-mail Environment Characteristics Standards  
Job Scheduling  
OSS UNIX Standards  
Problem, Incident, Request, and Question Standards  
Windows 2003 Server Build Standards

## **SECTION 4: INSTRUCTION TO RESPONDENTS**

### **4.1 Instruction for the Preparation of Proposals**

The contractor shall submit the written proposal electronically in Microsoft Word 6.0 with a minimum font size of ten (10). The written proposal shall be comprised of separate Technical proposal and Cost proposal. The Technical proposal shall not exceed twenty-five (25) pages.

The supplier's business proposal shall include the breakout of the level of effort that will be expended by its key personnel during the performance of the program.

The contractor must use the attached pricing template to submit all pricing.

Proposals must be submitted no later than 1 PM EST on Wednesday, December 30, 2009 as an e-mail attachment to [Donald.L.Rexrode@usps.gov](mailto:Donald.L.Rexrode@usps.gov). Questions and requests for clarification or additional information concerning this solicitation MUST be submitted no later than 1 PM EST, December 17, 2009 via email to [Donald.L.rexrode@usps.gov](mailto:Donald.L.rexrode@usps.gov) – NO OTHER METHOD OF QUESTIONING IS AUTHORIZED.

## **SECTION 5: US POSTAL SERVICE CONTACTS**

### **USPS Program Manager:**

Sharon Markgraf  
475 L'Enfant Plaza SW, Room 2800  
Washington, D.C. 20260-2800  
(202) 268-5056

### **USPS Contracting Officer (CO):**

Christopher Taddei  
Professional Services CMTL  
475 L'Enfant Plaza SW, Room: 4131  
Washington, DC 20260-4131  
(202) 577-7047  
(860) 285-7370

### **USPS Contracting Officer (COR):**

Michelle Ramson  
475 L'Enfant Plaza SW, Room 2800  
Washington, D.C. 20260-2800  
(202) 268-5056

## **TECHNICAL EVALUATION CRITERIA / FACTORS**

Award will be made to the offeror whose proposal offers the best value to the Postal Service. Best value is reflected by the best combination of the technical and price proposals. Best value is defined as the expected outcome that provides the greatest overall benefit in response to the requirement. In making the comparison, the Postal Service is concerned with achieving superior technical features. The technical areas to be used in determining which proposal is most advantageous to the Postal Service are listed below. These areas taken together are more important than price considerations. Price will be considered in the award decision, although the award may not necessarily be made to the offeror submitting the lowest price. Technical Evaluation Criteria are listed below in descending order of importance.

### **1. TECHNICAL PLAN**

The supplier shall set forth its proposed plan for the accomplishment, and continuance, of the requirements contained within the statement of work. The supplier shall describe in some detail its proposed methodology and why its technical expertise provides the best solution for achieving the desired results.

The supplier shall describe any "superior technologies" proposed, for the achievement of the defined objectives, and why and how this proposed new technology would be in the best interest of the Postal Service.

### **2. KEY PERSONNEL / QUALIFICATIONS**

Describe the relevant qualifications; particularly work experience of the personnel whom you propose to assign to work on this project. Include their recent experience completing similar projects. State the extent to which you propose to commit each of the key personnel to this project. Submit detailed resumes of each of the personnel that you propose to so commit.

### **3. QUALITY ASSURANCE**

Describe the established quality control / quality assurance measures and plan that you will utilize to execute performance under the SOW. The assurance plan should include, as a minimum, an explanation of the procedures for ensuring total quality for each step of performance under the resulting contract.

1260

## MUTUAL NON-DISCLOSURE AGREEMENT

This is an agreement by and between the United States Postal Service, an independent establishment of the Executive Branch of the United States Government, (the "Postal Service") and **Booz Allen Hamilton, Inc.** and having a place of business at **8283 Greensboro Drive (McLean, VA 22102-3838)**.

### WITNESSETH

WHEREAS, the parties desire that certain identified information as a result of the exchange of information (including discussions and correspondence), including but not limited to reports, analyses, studies, financial information, strategies, formulas, technical data and the like, which may be revealed during the course of the exchange of information remain confidential (hereinafter the "Confidential Information").

NOW, THEREFORE, in order to protect the confidentiality of the identified information during the exchange of information, the Postal Service and **Booz Allen Hamilton, Inc.** agree as follows:

1. The party providing Confidential Information (the "Disclosing Party") shall identify the information to which this Agreement applies and no obligations shall arise with respect to information not in writing and appropriately marked as "Confidential Information". Verbal disclosure of Confidential Information shall be reduced to writing and appropriately identified within ten (10) days after disclosure. All such identified information revealed to the party being furnished Confidential Information (the "Receiving Party") during any exchange of information shall be treated as Confidential Information and may not be released to third parties or used outside of the intended purposes unless authorized in writing by an authorized representative of the Disclosing Party.
3. This Agreement to exchange information shall terminate upon the expiration of contract **2APSER-10-B-0025**. Separate and apart from the first sentence the Receiving Party shall not disclose Confidential Information for a period of two (2) years after the expiration or termination of this agreement. No Confidential Information may be disclosed or used outside of the intended purposes unless written consent is obtained from the Disclosing Party or the Receiving Party is no longer obligated to hold in confidence the information for the reasons specified in paragraphs 6 and 7 below. All employees or agents within the Receiving Party who are required to come into contact with the Confidential Information shall be notified of its confidential nature and shall use the same degree of care as they employ with their own proprietary information, but in all events shall use at least a reasonable degree of care.
4. The parties shall provide the same care to avoid disclosure or unauthorized use of the Information as it would provide to maintain the confidentiality of its own information, but in no event less than reasonable and prudent care, and the Information shall not be reproduced in any form except as required in conjunction with the contemplated contractual agreement, or otherwise distributed or sold by the parties in any manner whatsoever. Each party shall retain all such Confidential Information in a secure place with access limited only to such of its co-workers, agents, or consultants who need to know such information for purposes of this Agreement.
5. The Confidential Information shall be deemed the property of the Disclosing Party and, upon demand by the Disclosing Party; the Receiving Party shall promptly return or provide evidence of destruction of all Confidential Information and copies thereof. One copy may be retained for record purposes.
6. The Receiving Party shall be under no obligation to hold in confidence any Confidential Information which:
  - a. is or becomes public through no fault of the Receiving Party;
  - b. was known to the Receiving Party prior to the time of the disclosure by the Disclosing Party;
  - c. is properly received by the Receiving Party on a non-confidential basis from any third party who is lawfully entitled to make such disclosure;

- d. is required by a final court order to be disclosed because of an express determination that the information is not a trade secret, or privileged or confidential commercial or financial information; or
- e. is independently developed by the Receiving Party without breach of this Agreement

7. The Receiving Party may release Confidential Information requested by any federal, state, or local governmental body in the proper exercise of its oversight or investigatory jurisdiction. In addition, the Postal Service may release Confidential Information if such release is required by the Freedom of Information Act, 5 U.S.C. § 552 ("FOIA"), subject to USPS regulations regarding disclosures of business information set forth in 39 C.F.R. § 265.8 ("Business Information; procedures for predisclosure notification to submitters"), or a successor provision dealing with similar matters or if such release is required in the reasonable judgment of the Postal Service pursuant to the Postal Accountability and Enhancement Act.

8. The Receiving Party shall include the terms of this Agreement in each subcontract whereunder there is any possibility of disclosure of the Confidential Information.

9. **Booz Allen Hamilton, Inc.** and the Postal Service shall protect, indemnify, save harmless, and defend each other from and against all liabilities, obligations, claims, penalties, costs, and expenses (including, without limitation, reasonable attorneys' fees and expenses) due to the indemnifying party's use of Confidential Information for purposes other than those specified in this Agreement.

10. The Receiving Party shall not be obligated to compensate the Disclosing Party for Confidential Information and the Receiving Party acknowledges and understands that no representations or warranties of any kind, including, without limitation, fitness for a particular purpose, merchantability, and non-infringement, are given by the Disclosing Party with respect to the Confidential Information.

15. This Agreement expresses the entire agreement and understanding of the parties with respect to the subject matter hereof and supersedes all prior oral or written agreements, commitments and understandings pertaining to the subject matter thereof. This Agreement shall not be modified or changed in any manner except in writing and signed by both parties.

16. Each party represents that it has caused this Agreement to be executed on its behalf as of the date written below by a representative empowered to bind that party with respect to the undertakings and obligations contained herein. The effective date of this Agreement is the later of the two execution dates shown below.

In WITNESS WHEREOF, the Postal Service and **Booz Allen Hamilton, Inc.** have executed this Agreement effective as of the date set forth in paragraph 16.

**Booz Allen Hamilton, Inc..**

**UNITED STATES POSTAL SERVICE**

\_\_\_\_\_  
Signature  
Douglas J. Lane

\_\_\_\_\_  
Name

\_\_\_\_\_  
Senior Vice President

\_\_\_\_\_  
Title  
March 9, 2010

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Christopher Taddei  
Name

\_\_\_\_\_  
Contracting Officer  
Title

\_\_\_\_\_  
March 8, 2010  
Date

[EX 6]